

Employee Involvement in Decision Making and Organisational Performance in Imo State Ministry of Agriculture, Owerri, Imo State NIGERIA

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Abstract

This study examined employee involvement in decision making and organisational performance in Imo State Ministry of Agriculture Owerri, Imo State. In line with the above, two research objectives, two research questions and two research hypotheses guided the study. Survey research design was used and questionnaire served as the instrument of data collection. From the population of 200, the researcher sampled 133 staff. But out of 133 staff sampled, only 120 questionnaires was properly filled, returned and used. The data collected were presented in tables and analysed using simple percentage and Pearson product moment correlation coefficient. Based on that the findings revealed that employee involvement in decision making significantly affect job satisfaction; and there is significant relationship between employee involvement in decision making and employee commitments in the organisation. It was recommended that organisations should incorporate in their policies effective participative management mechanism to aid decision making; organisational workers at all levels should be involved in decision making so as to contribute their quota for organisational growth and development; and collective bargaining should be adopted by management to maintain industrial democracy, harmony and hence improved productivity.

Key Words: Decision Making, Employee Commitments, Employee Involvement, Job Satisfaction and Organisational Performance

Introduction

A modern forward-looking organisation does not keep its employees in the dark about vital decisions affecting them. It trusts them and involves them in decision making at all levels. A more open and collaborative framework will exploit the talents of all employees (Hewitt, 2012). Employees must be involved if they are to understand the need for creativity and if they are to be committed to changing their behavior at work, in new and improved ways (Singh, 2019; Kingler & Mesci, 2010). Employee involvement in decision

making serves to create a sense of belonging among the workers as well as a congenial environment in which both the management and the workers voluntarily contribute to healthy industrial relation (Noah, 2018). In order to increase the workers commitment and humanise the work place with the intention of improving work performance and good citizenship behavior, managers need to permit a high degree of employee involvement of workers in decision making which is considered a tool for inducing motivation in the workers leading to positive work attitude and high productivity (Ubah, Onyebueke & Omodu, 2019). They argued that employee involvement in decision making or participatory management system enhances employee discipline and make workers to be focused towards the achievement of the organisational goals.

This is because the workers are part of the organisational policies and they get focused towards the achievement if such policies through effective commitment because of the fact that they are satisfied. Pun, Chin and Gill (2011) highlighted that employees' involvement may provide the foundation for quality efforts and strategy development, and ensure that practices implemented conform to quality requirements that are followed by everyone in the organisation. Every decision making process produces an outcome that requires management to take an action, make a recommendation, or an opinion. Participation typically brings higher output and a better quality of output. It tends to improve motivation because employees feel more accepted and involved in the situation. Turnover and absences may be reduced if the employees feel that they have a better place to work (Newstrom & Davis, 2014). Employee involvement is a very important component of operating for the future enterprise. Participation is helping management to decide in selecting the courses of action in enterprise. It gives the employee an opportunity to express their viewpoints about action.

Statement of the Problem It is often worrisome when people are not allowed to participate in making decisions on matters that concern them and such has the capability of discouraging public sector workers from being committed in performing their functions and achieving organisational goals. When employees' opinions are not required by their superiors, the subordinates may refuse to be very committed and productive towards the achievement of organisational goals. In some cases, they workers may become less committed; hence the issues of employee job dissatisfaction, job turnover, absenteeism, and industrial dispute may set in. The researcher is therefore faced with the major problem of evaluating employee involvement in decision making and organisational performance using.

Objectives Of the Study The general objective of this study focused on employee involvement in decision making and organizational performance using Imo State Ministry of Agriculture Owerri, Imo State as the focal point. Specifically, the following objectives are to: (a) Evaluate the relationship between employee involvement in decision making

and job satisfaction. (b) Examine the relationship between employee involvement in decision making and employee commitment.

Research Questions Based on the above objectives, the researcher proposed the following research questions: (a) How does employee involvement in decision making affect job satisfaction? (b) How does employee involvement in decision making affect employee commitment?

Research Hypotheses The following null hypotheses were derived from the above research questions: Ho1: Employee involvement in decision making significantly affect job satisfaction. Ho2: There is significant relationship between employee involvement in decision making and employee commitment.

Conceptual Issues

Employee Involvement in decision making Decision is taking a stand about a particular issue. For family, organisation, or group to survive and achieve their goals, they must continue to take decision on issues affecting them. The term decision is defined by Awujo (2013) as a course of action consciously chosen from available alternatives for the purpose of achieving a desired result. He maintains that decisions makers face different types of problems including crisis problem, non-crisis problem and opportunity problems. Indeed, Nwachukwu (2011) sees decision making as a process of selecting a course of action from a set of alternatives. On the other way round, employee involvement is all about workers been part of the system in the organisation. Involvement refers to the employee participation in decision making and problem solving and increase autonomy in work processes (Noah, 2018). As a result, employees are expected to be more motivated, more committed, more productive and more satisfied with their work.

Basic dimension of involvement are: employee participation (as individual or in teams), empowerment and self-managed teams. Employee participation is a management initiative and, as a concept means that the employees are given the opportunity to discuss issues relating to their work, to influence managerial decisions, but management reserves the right to govern. The idea of empowering employee means abandoning command - control system and mechanistic structure. In order to achieve results, modern managers and leaders need to act as facilitators rather than controllers of the work processes. As a socio-technical approach to technological processes and production methods, empowerment is seen as a peak in the employee involvement, social participation and social integration in the organisational system. Although often equated with the delegation, employee empowerment goes further strengthening the granted authority to those most qualified.

Employee participation entails the involvement of the employee in as many facets of his/her work life as possible; this may occur either directly or indirectly through TU(s), which are the representatives of the employees (Bendix, 2011). It is widely believed that

employee participation may affect an employee's job satisfaction, productivity, commitment, which can create comparative advantage for an organisation (Bhatti & Qureshi, 2017). High performing, effective organisations have a culture that encourages employee involvement, since employees are willing to get involved in the decision making process, goal setting and problem solving activities, which then results in higher employee performance (Parker & Wright, 2012, cited in Bhatti & Qureshi, 2017). Employee participation can either be direct or indirect, in direct participation employees are involved in the activity or process in the case of indirect participation, their involvement occurs through TU(s), which are the employees' representatives (Bendix, 2010). In the same vein, Kester (2017) states that indirect participation is a situation where employees share in some or all decisions that are made in the workplace via their representatives.

Concept of Performance Performance entails positive organisational growth, which covers effectiveness, efficiency, productivity, job satisfaction and achievement of organisational goals. It then means that when employees are effective and committed in performing their functions, organisational performance will be achieved (Ihemereze & Ubah, 2022). To them improved productivity, industrial harmony, employee retention, and patronage signifies improved performance. According to Njoku (2011), performance is the extent of achievement of enterprise goals. In public sector organisation like the ministry of agriculture, performance is measured through the extent of implementation of government policies in the ministry, employee commitment, organisational effectiveness, and achievement of organisational goals (Ubah, Onyebueke & Omodu, 2019).

There is a body of evidence to prove that employee involvement in decision making is a key driver of organisational performance. Employee involvement is defined as a process of participation and empowerment of employees in order to use their inputs towards achieving higher individual and organisational performance. Performance can involve the use of the instrument of participative management to achieve customer attraction, product innovation, productivity, profitability and talent retention.

Different Levels of Employee Involvement in Organisational Decisions

Levels of participation refer to the extent, which employees or their representatives influence decision making in an enterprise. This can range from employees simply being informed about management decisions through two-way communication, and up to a stage where employees have joint or full control over decision making in an enterprise (Du Toit & Oosthuizen, 2019). A distinction is usually drawn between three levels of participation within an organisation.

Low-level participation: At this level of participation, management makes an effort to improve communication and attitudes, but still views employees as relatively passive (Du Toit & Oosthuizen, 2019). Here participation of employees is usually via staff bodies for example, the participation of employees at the level of their departmental meeting.

Mid-level participation: This takes place when an employee participates in the decision making processes of the plant or establishment, concerning, for example, the way in which the company's rules, regulations, and disciplinary procedures should be applied and executed. According to Du Toit and Oosthuizen (2019), at this level management seeks to actively involve the employees in productivity and cost management. An example of mid-level involvement is participation at the level of board meeting.

Top-level participation: At this level management views the employees as partners in the enterprise and rewards efforts through gain sharing or profit sharing schemes (Du Toit & Oosthuizen, 2019). Here, top management and the representatives of employees decide on issues of strategic importance for the organisation as a whole (Nel et al, 2015).

Impact of Employee Involvement in Decision Making on Organisational Performance

Some of the Impact of Employee Involvement in decision making on organisational performance that will be discussed below include job satisfaction, and employee commitment.

Job satisfaction: Employees' job satisfaction plays a vital role in the way they carry out their duty and responsibility. Most employees resign from their job since they feel not satisfied with their responsibility or job description. According to Walton (2015), job satisfaction is pleasurable or positive emotional state resulting from the appraisal of job experience. Most scholars consider job satisfaction as the discrepancy between what an employee values and what the situation provides. Job satisfaction is viewed by many scholars as the degree of an employee affective orientation toward the work occupied in the organisation. Employee participation and job satisfaction has for long time been integrated by human resource management to enhance productivity and develop human capital (Wood, 2019). Employees feel more pleased and confident when the management trusts their decisions that have effect on the outcome of the business Through employee participation workers have an opportunity of releasing their ideas, stress and concerns about the business. These ensure that the employees become satisfied with their work and decisions that they make in organisation. Kalmi, Pendleton & Poutsma (2015) explain that satisfied employees tend to understand and utilise the opportunities they are provided with by the organisation. Through participation employees become productive, creative and committed to their employers. Employees feel that they are appreciated and considered part of the organisation. Hyman & Thompson (2013) explain that employee involvement has significantly encouraged job satisfaction, and reduced industrial dispute in many organisations. This is attributed to better communication between management and employees. Most organisations have given employees freedom to express issues that affect them both in the workplace and at home. Some organisations have gone a step further to provide psychologist to assist workers to deal with work pressure. This has significantly enhance job satisfaction, encourage organisational growth, and reduced the

cases of strike/and other industrial dispute in many organisations around the world. Most organisations have come up with strategy that allows them to communicate directly with employees without involving trade unions.

Employee commitment: Most scholars argue that employee commitment to the goals of an organisation is paramount for successful organisation. Guest (2011) explains that employee commitment refers to congruence between the goals of the individual employee and the organisation whereby the individual identifies with and extends effort on behalf of the goals of the organisation. According to Guest & Hoque (2014), most employees commit themselves to decisions and goals that they have taken part in formulation. Employees feel that they have their own goal and objective; that they have been actively involved in formulation. Employee involvement ensures that workers commit themselves to the responsibility and duties assigned to them. Wagner (2014) explains that employees commit themselves to goals to organisation if they are allowed to come up with ideas and strategy for the organisation. Workers perform their duty not only because they are supposed to do that, but because they have passion and commitment towards the task. All this can only be achieved if companies can take the initiative and involve employees in decision-making, goal formulation and policy formulation of the company. Most employees are committed to better use of organizational resources because they are involved in organisational decision making. Most companies are faced with the challenge of managing their resources and time to get maximum output. According to Wagner (2014), resources encompass employees, physical material and financial capability of the organisation. Many managers are provided with minimum resources to reach maximum result for the organisation. Managing the minimum resources requires innovation and efficient communication between the employees and the management. This can only be achieved through efficient employee involvement mechanism, which will ensure, that all the employees participate in decision making process. Yousef (2010) explains that employees are responsible for using over 90% of companies' resources and time. It is imperative for the management to involve the employees to come up with effective use of resources that will enable the organisation to save cost of transacting business.

Theoretical Framework

The Agency Theory According to Armstrong (1991), agency theory was propounded by Jensen and Meckling (1976). The agency theory assumes that a relationship exists when one or more individuals (called principals) hire others (called agents) in order to delegate responsibilities to 'them. The rights and responsibilities of the principals and agents are specified in their mutually agreed-upon employment relationship. Agency theory assumes that individuals are fully rational and have well-defined preferences and beliefs that conform to the axioms of expected utility theory. Furthermore, each individual is presumed to be motivated solely by self-interest. Employees are agents for the

achievement of performance in organisations. They can be motivated by way of giving them opportunities to participate in decision making so that the performance indicators can continue to improve. This can be a kind of incentive offered workers.

Empirical Reviews

The researcher used the following empirical studies to beef up the study: In a study on the effect of leader's participative behaviours on employee effectiveness perception and performance, Mehrabi, Safaei and Kazemi (2013) used a descriptive survey approach to handle the study. The population of the study was 105 employees of Kohdasht municipality. 83 employees were chosen as sample members. A self-administered questionnaire was developed to gather data with 5-point likert scale. The Cronbach's Alpha was used to obtain reliability ratio of 0.91 (91%). The questionnaire was also corrected and modified by some management professors and after conducting a primary sampling, final version of the questionnaire was developed, hence the validity was confirmed through face and content validity. Descriptive and inferential statistics were used to analyse data hence regression test and Pearson correlation test were used. The researchers found out that there were significant relationships between leader's participative behaviour and employee's performance.

In a study on employee involvement in decision making and corporate performance in Nigeria, Owolabi and Abdul-Hameed (2011) generated data by means of questionnaire to 670 manufacturing firms on employee involvement in decision making performance variables. Responses from the survey were statistically analysed using descriptive statistics, product moment correlation, regression analysis and z-test H (approximated with the independent samples t-test). The results of the study indicated a statistically significant relationship between employee involvement in decision making and corporate performance. It also revealed a significant difference between the performances of firms whose employee involvement in decision making were shallow.

In study on the relationship between performance management practices and employee performance in organisations, Judge and Robins (2009) conducted the study at Kampala City Council. Data was collected from a stratified random sample of 517 participants and from a purposively selected sample of 32 respondents. A 5-point likert scale questionnaire and three interview guides were used to collect data. The principal component analysis was used to establish the number of major components which accounted for most of the variance within the performance management practices, government policy and employee performance. The Mann - Whitney test was used to establish the mean difference between the two organisations. Chi-square test was used to establish the relationship between the performance management practices and employee performance. Log-linear analysis was used to establish the interactive effect among the performance management practices, government policy and employee performance.

Qualitative data was analysed using pragmatic content analysis. The results of the study revealed that the selected performance management practices explained 54% of employee performance while 46% was explained by other factors. Findings also indicated that Ministry of Education and Sports had better performance management practices than Kampala City Council. Also, performance practices had a significant positive relationship with employee performance.

In a study on the relationship between participation among academic staff in the School of Business, University of Nairobi, Mundi (2011) conducted the study on the positivism approach to research. The study adopted a descriptive survey research design. The population of the study was all non-management members of academic staff at the School of Business, University of Nairobi. A structured questionnaire was prepared and distributed to all selected respondents. The study comprised of two major variables namely participation in decision making which was the independent variable and job satisfaction, which was the dependent variable. A five- point scale was used to collect data and analysis was based on averages, percentages, correlation coefficient and linear regression. The findings indicated that a significant strong positive correlation was found to exist between job satisfaction and participation in decision making ($P=0.888$). The findings indicated also a positively strong correlation between participation in decision making and satisfaction in relation to general working conditions ($P=0.640$); pay and promotion potential ($P=0.703$); use of skills and abilities ($P=0.895$); job design ($P=0.750$); and job feedback ($P=0.632$). The findings indicated that the level of job satisfaction for workers at the SOB increased proportionately with an increase in their level of participation in decision making.

Gap in Literature The researcher has observed that though there are articles and other empirical studies in most African and other international journals on employee involvement in decision making and organisational performance. Notwithstanding, many things are still need to be done on this area of study because of the fact that some literature work reviewed only covered related topics and not this topic in particular. For example some works used firms outside and within Nigeria, but not the Imo State Ministry of Works, which is the focal point of this work. No work has been done using the exact objective employed in this work. Based on the above research gap exist and there is need for this study.

Methodology

In this study, survey research design was used. The population of this study is made up of the entire 200 senior staff of Imo State ministry of agriculture. The sample size is mathematically derived using the Taro Yamane's formula as thus:

$$n = \frac{n}{1+n(e)^2}$$

Where:

n = sample size e = margin of error = 5% or 0.05

$$n = \frac{200}{1+200(0.05)^2}$$

$$n = \frac{200}{1+200(0.0025)}$$

$$n = \frac{200}{1+0.5}$$

$$n = \frac{200}{1.5}$$

$$n = 133.33$$

∴ 133 people were sampled

The sample random sampling technique was adopted from the non probability method which entails random selection of staff. The researcher used both primary three structured questionnaire. The data collected in this study were analysed using simple percentage and Pearson product moment correlation coefficient. Simple percentage was used to analyse the percentage responses of the respondents in any given item in the questionnaire. Based on the result of the simple percentage, the researcher employed product moment coefficient correlation to test the hypotheses.

Data Analysis

Out of the 133 copies of the questionnaire distributed by the researcher, only 120 copies were properly filled and returned.

Item 1: Employee involvement in decision making positively affect job satisfaction.

Table 1: RESPONSES ON IF EMPLOYEE INVOLVEMENT IN DECISION MAKING POSITIVELY AFFECT JOB SATISFACTION.

Options	No of Responses	% of Responses
Strongly Agree	43	35.8
Agree	35	29.2
Disagree	32	26.7

Strongly Disagree	7	5.8
Undecided	3	2.5
Total	120	100

Source: Field Survey (2022).

Table 1 indicates that 35.8% of the respondents strongly agreed that employee involvement in decision making positively affect job satisfaction, whereas 29.2% of the respondents agreed. Also, 26.7% of the respondents disagreed while 5.8% of the respondents strong disagreed. However, 2.5% of the respondents were undecided.

Item 2: employee productivity can be achieved through employee involvement in decision making.

Table 2: RESPONSES ON IF EMPLOYEE PRODUCTIVITY CAN BE ACHIEVED THROUGH EMPLOYEE INVOLVEMENT IN DECISION MAKING.

Options	No of Responses	% of Responses
Strongly Agree	39	32.5
Agree	29	24.2
Disagree	28	23.3
Strongly Disagree	10	8.3
Undecided	14	11.7
Total	120	100

Source: Field Survey (2022).

Table 2 indicates that 32.5% of the respondents strongly agreed that employee productivity can be achieved through employee involvement in decision making. Whereas 24.2% of the respondents agreed 23.3% of the respondents disagreed while 8.3% of the respondents strongly disagreed. Also, 11.7% of the respondents were undecided.

Item 3: There is significant relationship between employee involvement in decision making and employee commitments.

Table 3: RESPONSES ON IF THERE IS SIGNIFICANT RELATIONSHIP BETWEEN EMPLOYEE INVOLVEMENT IN DECISION MAKING AND EMPLOYEE COMMITMENTS.

Options	No of Responses	% of Responses
Strongly Agree	44	36.7
Agree	36	30
Disagree	34	28.3

Strongly Disagree	4	3.3
Undecided	2	1.7
Total	120	100

Source: Field Survey (2022).

Table 3 shows that 36.7% of the respondents strongly agreed that there is significant relationship, whereas 30% of the respondents agreed but 28.3% of the respondents disagreed while 3.3% of the respondents strongly disagreed. However, 1.7% of the respondents were undecided.

Item 4: The issue of workers job turnover can be reduced when they are involved in organisational decision making.

Table 4: RESPONSES ON IF THE ISSUE OF WORKERS JOB TURNOVER CAN BE REDUCED WHEN THEY ARE INVOLVED IN ORGANISATIONAL DECISION MAKING.

Options	No of Responses	% of Responses
Strongly Agree	40	33.3
Agree	31	25.8
Disagree	29	24.2
Strongly Disagree	8	6.7
Undecided	12	10
Total	120	100

Source: Field Survey (2022).

Table 4 shows that 33.3% of the respondents strongly agreed that the issue of workers job turnover can be reduced when they are involved in organisational decision making, whereas 25.8% of the respondents agreed but 24.2% of the respondents disagreed while 6.7% of the respondents strongly disagreed. However, 10% of the respondents were undecided of the respondents disagreed.

Test of Hypotheses

The hypotheses as stated in chapter one were tested in this section. The tests of hypothesis were based on respondent responses on the questionnaire distributed.

Restatement of Hypothesis One

Ho1: Employee involvement in decision making does not significantly affect job satisfaction.

To test this hypothesis, tables 1 and 2 were used.

X	Y	XY	X ²	Y ²
43	39	1849	1521	1677
35	29	1225	841	1015
32	28	1024	748	896
7	10	49	100	70
3	14	9	196	42
120	120	4156	3442	3700

$$\sum X = \sum y = 120; \sum x^2 = 4156; \sum y^2 = 3442; \sum xy = 3700; n = 5 \quad r = \frac{n\sum xy - \sum x \sum y}{\sqrt{(n\sum x^2 - (\sum x)^2)(n\sum y^2 - (\sum y)^2)}}$$

$$r = \frac{5(3700) - (120)(120)}{\sqrt{5(4156) - (120)^2} \sqrt{5(3442) - (120)^2}}$$

$$r = \frac{18500 - 14400}{\sqrt{(20780 - 14400)(17210 - 14400)}}$$

$$r = \frac{14400}{\sqrt{6380 \times 2810}}$$

$$r = \frac{14400}{\sqrt{17927800}}$$

$$r = \frac{14400}{4234.12}$$

$$r = 0.969$$

The test statistic is t-test hence:

$$t_{cal} = r \sqrt{\frac{n-2}{1-r^2}} \quad t_{cal} = 0.969 \frac{5-2}{1-(0.969)^2}$$

$$\sqrt{\frac{3}{2}}$$

$$t = 0.969 \sqrt{\frac{3}{1-0.939}}$$

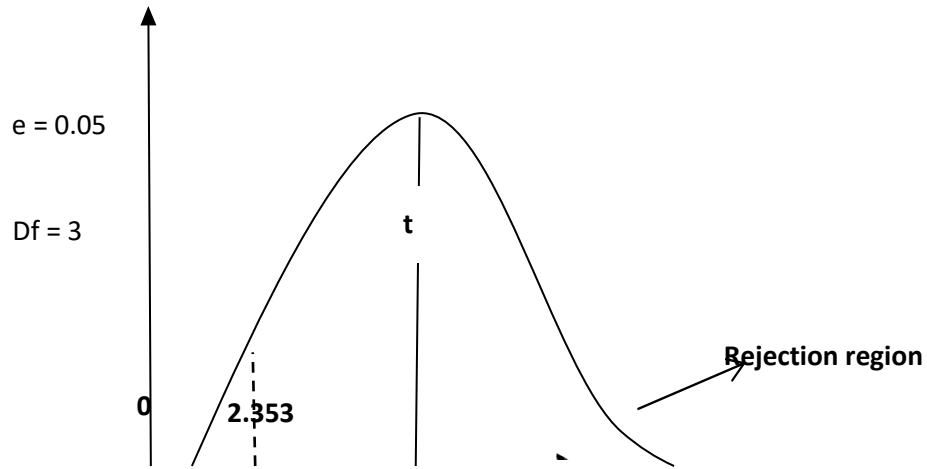
$$\sqrt{49.181}$$

$$= 0.969 \sqrt{49.181}$$

$$t_{cal} = 0.969 \times 7.013$$

c
a
l

$$t_{cal} = 0.969 \times 7.013 = 6.796$$



$t_{cal} = 6.796$ But $t_{0.05, 3} = 2.353$ t_{tab} at 0.05 level of significance and $3df = 2.353$
 © $t_{0.05, 3} = 2.353$

Decision: Since the calculated value of t , 6.796 was more than the tabulated value of t , 2.353, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so, conclude that employee involvement in decision making significantly affect job satisfaction. .

Restatement of Hypothesis Two

Ho2: There is significant relationship between employee involvement in decision making and employee commitments.

To test this hypothesis, tables 3 and 4 were used.

X	Y	XY	X ²	Y ²
44	40	1936	1600	1760
36	31	1296	961	1116
34	29	1156	841	986

4	8	16	64	32
2	12	4	144	24
120	120	4408	3610	3918

$$\sum X = \sum y = 120; \sum x^2 = 4408; \sum y^2 = 3610; \sum xy = 3918; n = 5$$

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{(n\sum x^2 - (\sum x)^2)(n\sum y^2 - (\sum y)^2)}}$$

$$r = \frac{5(3918) - (120)(120)}{\sqrt{5(4408) - (120)^2} \sqrt{5(3610) - (120)^2}}$$

$$r = \frac{19590 - 14400}{\sqrt{(22040 - 14400)(18050 - 14400)}}$$

$$r = \frac{5190}{\sqrt{(7640)(3650)}}$$

$$r = \frac{5190}{\sqrt{27886000}}$$

$$r = \frac{5190}{5280.72}$$

$$r = 0.97$$

The test statistic is t-test hence:

$$t_{cal} = r \sqrt{\frac{n-2}{1-r^2}}$$

$$t_{cal} = 0.983 \sqrt{\frac{5-2}{1-(0.983)^2}}$$

$$t_{cal} = 0.983 \sqrt{\frac{3}{0.033}}$$

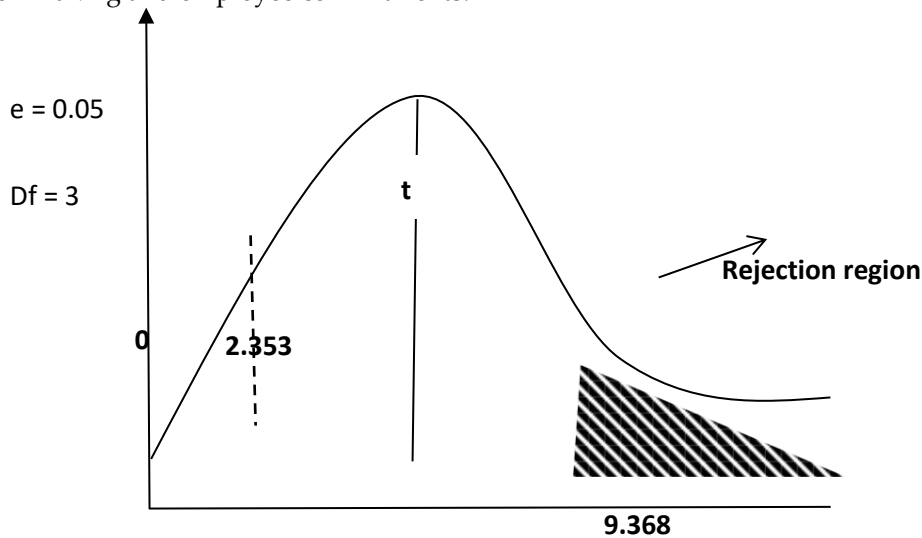
$$= 0.969$$

$$0.983 \times 9.53$$

$$t_{cal} = 9.368$$

But $t_{0.05, 3} = 2.353$

Decision: Since the calculated value of t , 9.368 was more than the tabulated value of t , 2.353, the researcher accepted the alternative hypothesis and rejected the null hypothesis. And so, conclude there is significant relationship between employee involvement in decision making and employee commitments.



Discussions of Findings

For the hypothesis one, it was discovered that employee involvement in decision making significantly affect job satisfaction. In line with the results, Veya (2013) maintains that employees that are allowed by their superiors to participate in decision making become so happy and motivated to attract customers for patronising the organisations they work for. Also, Carcey (2012) is of the view that when workers are involved in the decisions taken by management, then, their degree of commitment to the realisation of corporate goals knows no bounds. According to him, workers in such organisations sacrifice their time and money to increase the customer base of their enterprises. According to (Noah, 2014) the talent satisfaction and retention are the key factors for the success of an organisation. The retention factor can be divided into three broad dimensions, i.e., social, mental and physical. The mental dimension of retention consist of work characteristics, employees with talents always prefer flexible work tasks where they can use their knowledge and see the results of their efforts which, in turn, helps in retaining the valuable resources. The social dimension consists of the contacts that the employees have with other people, both internal and external. The physical dimension consists of working conditions and pay. Taplin, Winterton and Winteron (2013) have rightly observed that organisation must utilise an extensive range of human resource management factors to influence talent commitment and retention. Hytter (2014) identified seven factors that can enhance talent

retention: (i) compensation and appreciation of the performed work, (ii) provision of challenging work (iii) chances to be promoted and to learn, (iv) invitational atmosphere within the organisation, (v) positive relationships with colleagues, (vi) a healthy balance between the professional and personal life: and (vii) good communications. Together, these suggest a set of workplace norms and practice that might be taken as inviting employee engagement. Parker and Wright (2012) divided the retention factors into three variables: power, achievement and affiliation.

For hypothesis two, it was revealed that there is significant relationship between employee involvement in decision making and employee commitments in the organisation. In line with that, Njoku (2019) was of the view that critical to the survival and competitiveness of an organisation is its ability of the workers to perform their functions very effectively. In a world where globalisation has enabled organisations to head hunt talent from around the globe, it is essential that organisational leaders understand the factors that influence employees' willingness to stay within and effectively work with the organisation (Trevor, Gerhart, & Boudreau, 2013). As such, to be competitive, to be the top in the industry, organisations must figure out how to achieve the goals of the organisation. Management needs to pay attention to factors such as compensation & rewards, job security, training & developments, supervisor support, culture, work environment and organisation justice etc.

Conclusion

It is clear that organisations achieve their goals and objectives through the aggregation of efforts of their members that is why management is the process of getting work done through other people, the employees. Therefore, the way and manner the employees participate in the management of an organisation determines their level of performance. That is why scholars see management as a team work, which means that employees should be involved in the management process. Participative management is therefore, a catalyst to employee performance.

Often, employees fail to live up to expectation in the performance of their tasks because they are not clear about what managers or their leaders expect from them; in other words, what changes in their behaviour and activities are necessary to meet the standard of their managers. We therefore conclude that high performance of Imo State Ministry of Agriculture and other organisations is dependent on how employees are involved in organisational decision making. This is because when the employees are not involved in decision making, it could lead to employee absenteeism, organisational disharmony and high job turnover rate. If the organisation must achieve its growth and sustainable development, all stakeholders should be carried along.

Recommendations

We recommend here that: (a) Organisations should incorporate in their policies effective participative management mechanism to aid decision making and enhance job satisfaction. (b) Collective bargaining should be adopted by management to maintain industrial democracy, harmony and hence improved productivity so as to always achieve employee commitments.

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